

Employee survey Archaeology

Group report

Faculty of Archaeology

Promovendi

June 2020

Your consultant

Douwe van der Zee

E: douwe.van.der.zee@effactory.com

T: +31 (0)20 30 50 100

Table of contents

Explanation.....	4
Summary.....	6
Scores for themes.....	9
Scores for questions.....	12
Action planning!.....	23
Response.....	28

Explanation

Explanation accompanying the results

The survey gives insight into the organisation from the perspective of those who know most about it: your own employees. In addition, the survey offers the (survey) group information which they can use to start the action planning phase.

Based on the results for all the questions, we divide teams into three different categories: **green**, **light green**, and **red**. The approach suggested differs per category. More information and tips can be found in the practical guide *Action Planning*.

Calculation of the scores

Each answer has a value. The average of these answer values determines the score per question. The values for each answer are:

<i>Answer category</i>	<i>Value</i>
Completely agree	10
Agree	7.5
Do not agree/ do not disagree	5
Disagree	2.5
Completely disagree	0

Descriptions and tips

All employees have had the opportunity to indicate what they are proud of and what they would like to see improved, for both the team and the overall organisation. All descriptions and tips for improvement for *your team* are included in this report, listed by the frequency by which they were mentioned. This way, you can easily discuss them and determine whether action needs to be taken.

Colouring in the reports

How to read the results?

In assigning colours, the scores of the current survey always form the base scores. This means that when a score is compared with multiple reference points (such as the previous survey or the national benchmark) the score of the reference point is coloured.

Which colours does Effactory use?

- very relevant difference
- relevant difference
- no relevant difference
- relevant difference
- very relevant difference

Scores are marked in shades of red and green based on both absolute and significant deviations.

Absolute deviations are based on the difference between two averages. If the difference between two scores is larger than 0.7, it is seen as relevant. If the deviation is larger than 1.5, it is seen as a very relevant difference.

In addition to indicating absolute deviations, small deviations can also be relevant for your organisation. This is why the colour code is also used based on (statistical) significance. Significance shows that differences are not accidental and even particularly meaningful. 99% reliability, is indicated by a darker shade. For 95% reliability, is indicated by a light shade.

Result & Action

Results and action planning online

With Result & Action, you are able to view all the results of your survey, anytime and anywhere. You can also set up an action plan right away. This way, you can view the results and edit them into an action plan on one single digital platform.

Result & Action is part of the Effactory Customer Extranet. The Result & Action app is available for tablets in the app store.

Any questions?

Do you have any questions about Result & Action? Please contact your Project Manager.

Summary

WHAT ARE OUR TEAMS SCORES? Response

Promovendi 68.4%



Colour code in comparison with Faculty of Archaeology

- very relevant difference
- relevant difference
- no relevant difference

- very relevant difference
- relevant difference
- score from the previous survey
- scores for Faculty of Archaeology



In order to improve your organisation's performance in an effective manner, we provide insight into the position of the different teams within the organisation. The teams will be compared to the average for the organisation as a whole and to the chosen benchmark, and divided into three action categories: green, light green, and red. This way, each team can act on the results in a goal-oriented manner.

0 teams

The scores for these teams are mostly **above** the average of the organisation and/or benchmark.

2 teams

The scores for these teams are mostly **around** the average of the organisation and/or benchmark.

how will you get started?

For your team, there are no strikingly extreme positive or negative scores. Discuss which points are important for you to maintain and which points you would like to improve upon. In *Action planning!* From result to action, you will find more tips and information.

0 teams

The scores for these teams are mostly **below** the average of the organisation and/or benchmark.

🎯 your team falls under this category

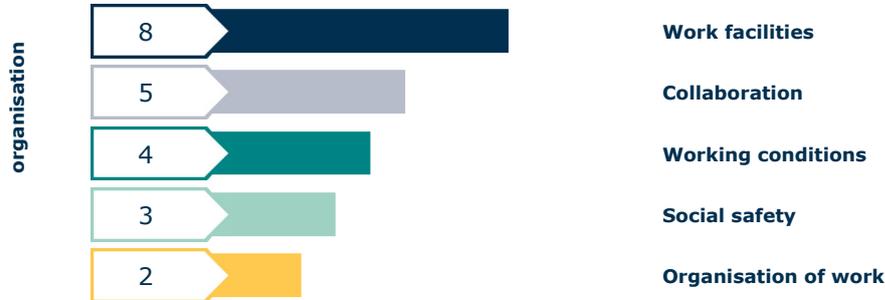
TOP 5: THE SELECTION OF YOUR EMPLOYEES

Promovendi



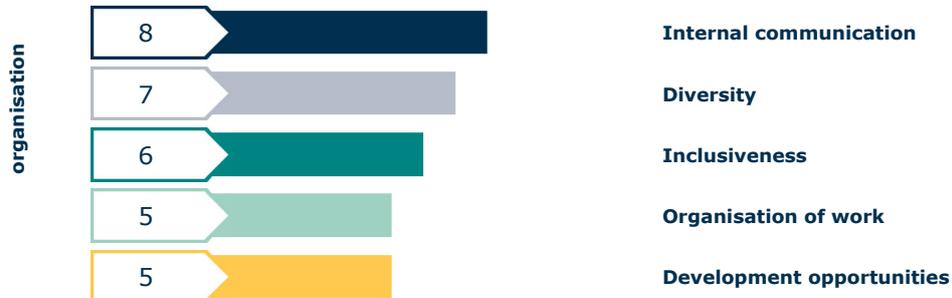
Positive points / subject

N=(12)



Points for improvement / subject

N=(13)



Scores for themes

Short explanation of themes:

Please find below our exact definitions of the different themes. These definitions are based on scientific literary research, data analyses, and years of practical experience. We have translated these insights into a concrete and brief question set that provides insight into a specific theme in a practical way.



Engagement

Engagement is the degree to which employees get inspiration from their work. Engaged employees gain energy from their work, are proud of the work they do, and experience their work as meaningful.



Commitment

Commitment is the level of connection that employees feel towards the organisation. Employees who are committed feel that they fit in at the organisation, support the organisation's objectives, and would also like to keep working at the organisation.



Satisfaction

Employee satisfaction can be explained as the feeling of well-being that employees experience because of their job. An employee is satisfied when the work and work environment (the organisation) are what he/she wants, demands or appreciates.



Psychological Safety

Workplaces are, by their very nature, social environments. Social safety describes the sense of feeling safe with other people. The score for social safety shows the extent to which colleagues dare to address behavior, openly discuss their mistakes and experience freedom to come up with their own ideas.

SCORES FOR THEMES

Promovendi

	Engagement	Commitment	Satisfaction	Psychological Safety	Workload	Immediate Manager	Crisis management	Performance enablement
Promovendi (n=13)	7.4	6.9	7.2	6.2	5.0	7.6	6.3	4.4

Please note that if a score receives a colour, Promovendi is doing better or worse with regard to that theme than the previous survey or the benchmark

Previous survey (n=27)	6.3	5.8	7.1	5.1	4.7	5.5	-	-
Faculty of Archaeology (n=71)	7.6	7.0	7.2	6.1	4.8	6.6	6.7	4.9
Benchmark Universities	7.3	7.3	7.1	7.1	-	-	-	-
Top 3 Benchmark Universities	7.6	7.6	7.5	7.2	-	-	-	-

The colour code is based on significant and large absolute differences. More information can be found in the explanation accompanying the results.

■ Very relevant difference

No relevant difference

■ Very relevant difference

■ Relevant difference

■ Relevant difference

Scores for questions

SCORES FOR QUESTIONS

Promovendi

	n=	Current survey	Previous survey	Faculty of Archaeology	Benchmark Universities	Top 3 Benchmark Universities
My work						
1a) I am satisfied with my job	13	7.7	7.1	7.5	7.5	7.7
1b) I enjoy my work	13	8.3	7.9	8.1	7.8	8.1
1c) My work is meaningful	13	7.5	6.5	8.1	8.0	8.3
1d) I am proud of the work I do	13	7.9	7.8	8.3	7.9	8.4
Energy and arranging work						
2a) My work gives me energy	13	6.7	4.9	6.8	6.6	6.9
2b) My work and personal life are well balanced	13	4.2	4.4	4.7	6.4	6.9
2c) My various work activities are well balanced	13	5.8	4.1	4.7	-	-
2d) Please indicate any tasks for which you have insufficient time						
% Education tasks (n=1)		50.0	77.8	34.6	-	-
% Research tasks (n=2)		100	44.4	76.9	-	-
% Executive tasks (n=1)		50.0	11.1	23.1	-	-
% Management tasks (n=1)		50.0	22.2	26.9	-	-
% Administrative tasks (n=1)		50.0	33.3	34.6	-	-
2e) I can do my work within my contractual hours	13	4.2	3.8	3.7	5.3	5.7
2f) Please grade the level of your workload over the past year (1 = extremely light workload, 10 = extremely heavy workload)						
% 1		0	0	0	-	-
% 2		0	0	1.4	-	-
% 3		0	5.0	1.4	-	-
% 4		0	0	0	-	-
% 5		0	5.0	4.3	-	-
% 6		15.4	15.0	10.1	-	-
% 7		30.8	35.0	20.3	-	-
% 8		30.8	30.0	36.2	-	-
% 9		23.1	5.0	20.3	-	-
% 10		0	5.0	5.8	-	-

The colour code is based on significant and large absolute differences. 'Explanation of the results' offers further information about colour coding and results.

- Very relevant difference
- Relevant difference
- No relevant difference
- Very relevant difference
- Relevant difference

SCORES FOR QUESTIONS

Promovendi

	n=	Current survey	Previous survey	Faculty of Archaeology	Benchmark Universities	Top 3 Benchmark Universities
Energy and arranging work						
2g) Please indicate your preferred workload (1 = extremely light workload, 10 = extremely heavy workload)						
% 1		0	0	0	-	
% 2		0	0	0	-	
% 3		0	0	0	-	
% 4		0	10.0	0	-	
% 5		23.1	55.0	28.2	-	
% 6		30.8	15.0	31.0	-	
% 7		46.2	15.0	26.8	-	
% 8		0	0	14.1	-	
% 9		0	5.0	0	-	
% 10		0	0	0	-	
2h) I feel sufficiently energetic to do my work well		5.4	6.1	5.6	7.3	7.8
2i) I can handle my workload well		6.5	5.9	6.2	7.0	7.2
Social safety						
3a) I feel safe talking to the people I work with about their behaviour		6.2	5.1	5.9	7.0	7.2
3b) I feel safe discussing a mistake openly within my immediate work environment		6.5	5.9	6.6	7.4	7.4
3c) I am not afraid to be myself in my immediate work environment		7.5	6.4	7.4	-	-
3d) I am accepted the way I am within my immediate work environment		7.3	7.0	7.0	-	-
3e) I can share my opinions openly without fear of reprisal		6.5	5.6	6.5	-	-
3f) Within my immediate work environment, everyone is treated equally and with respect regardless of their background or personal characteristics		6.3	6.4	6.3	-	-
3g) In the past year, I have personally experienced undesirable behaviour at work						
% Yes		38.5	45.0	33.8	-	
% No		61.5	55.0	66.2	-	

The colour code is based on significant and large absolute differences. 'Explanation of the results' offers further information about colour coding and results.

- Very relevant difference
- No relevant difference
- Very relevant difference
- Relevant difference
- Relevant difference

SCORES FOR QUESTIONS

Promovendi

	n=	Current survey	Previous survey	Faculty of Archaeology	Benchmark Universities	Top 3 Benchmark Universities
Social safety						
3h) <i>If so, please indicate the nature of the undesirable behaviour that you have encountered</i>						
% Ignoring (n=3)		60.0	55.6	54.2	-	
% Excluding (n=4)		80.0	55.6	70.8	-	
% Gossiping (n=2)		40.0	44.4	50.0	-	
% Bullying (n=0)		0	22.2	29.2	-	
% Intimidation (n=1)		20.0	11.1	25.0	-	
% Verbal aggression (n=0)		0	11.1	25.0	-	
% Physical abuse (n=0)		0	0	0	-	
% Sexual harassment (n=0)		0	0	0	-	
% Violation of scientific integrity (n=2)		40.0	33.3	20.8	-	
% Other, namely: (n=0)		0	0	8.3	-	
3i) <i>In the past year, I have witnessed undesirable behaviour towards colleagues in my immediate work environment</i>						
% Yes		76.9	42.1	49.3	-	
% No		23.1	57.9	50.7	-	
3j) <i>If so, please indicate the nature of the undesirable behaviour towards colleagues that you have witnessed</i>						
% Ignoring (n=3)		30.0	75.0	42.4	-	
% Excluding (n=3)		30.0	62.5	39.4	-	
% Gossiping (n=8)		80.0	50.0	54.5	-	
% Bullying (n=2)		20.0	0	33.3	-	
% Intimidation (n=1)		10.0	37.5	30.3	-	
% Verbal aggression (n=1)		10.0	12.5	27.3	-	
% Physical abuse (n=0)		0	0	0	-	
% Sexual harassment (n=0)		0	0	0	-	
% Violation of scientific integrity (n=4)		40.0	25.0	21.2	-	
% Other, namely: (n=2)		20.0	12.5	18.2	-	
3k) <i>If you or your colleagues have experienced undesirable behaviour at work, did you report it (e.g. to a manager or another official, such as a confidential adviser)? (% Yes)</i>						
		37.5	40.0	47.6	-	-
% No		62.5	60.0	52.4	-	

The colour code is based on significant and large absolute differences. 'Explanation of the results' offers further information about colour coding and results.

- Very relevant difference
- No relevant difference
- Very relevant difference
- Relevant difference
- Relevant difference

SCORES FOR QUESTIONS

Promovendi

	n=	Current survey	Previous survey	Faculty of Archaeology	Benchmark Universities	Top 3 Benchmark Universities
Social safety						
3) <i>If you or your colleagues have experienced undesirable behaviour at work, by whom was this behaviour exhibited?</i>						
% Colleague(s)		80.0	72.7	68.9	-	-
% Manager(s)		50.0	63.6	55.6	-	-
% Student(s)		10.0	9.1	8.9	-	-
% Third parties		10.0	9.1	4.4	-	-
Development and career						
4a) I would like to continue working at Leiden University		7.3	6.4	7.8	8.0	8.5
4b) <i>Over the past three months, I have taken concrete action to change employers or I intend to do so in the coming three months (% No)</i>		84.6	90.0	75.4	77.8	83.6
% Yes, within Leiden University		0	0	5.8	9.7	-
% Yes, outside Leiden University		15.4	10.0	21.7	15.8	-
Immediate manager						
5a) I am satisfied with my immediate manager		8.3	6.0	7.2	7.3	7.6
5b) My immediate manager motivates me at work		8.7	6.0	6.8	6.7	7.1
5c) My immediate manager encourages me to develop myself		7.9	5.9	6.7	6.7	6.8
5d) My immediate manager clearly indicates what is expected of me		7.1	5.6	6.0	-	-
5e) I feel safe to discuss a mistake with my immediate manager		7.5	5.4	6.8	-	-
5f) I feel safe to talk to my immediate manager about his/her behaviour		6.0	4.3	6.0	6.8	7.0
My department						
6a) The work atmosphere within my institute /department is good		5.6	6.3	6.3	-	-
6b) I feel appreciated by my institute/department		4.2	5.3	5.4	7.5	7.8
6c) Within my institute/department, people are involved in the subject matter of each other's work		4.2	5.6	4.8	-	-
6d) If needed, I can turn to my colleagues for help		6.9	6.9	7.1	-	-
6e) I receive sufficient information from my colleagues to be able to do my job properly		6.9	6.8	6.5	-	-
6f) I am sufficiently informed about management and administration matters that are relevant to my faculty/unit		4.6	4.6	4.5	-	-
Leiden University as employer						
7a) I am pleased with Leiden University		6.7	7.0	6.9	6.7	7.3
7b) I feel at home at Leiden University		7.3	6.9	7.1	7.5	7.7
7c) I support Leiden University's objectives		7.5	6.3	7.3	7.3	7.8

The colour code is based on significant and large absolute differences. 'Explanation of the results' offers further information about colour coding and results.

■ Very relevant difference

No relevant difference

■ Very relevant difference

■ Relevant difference

■ Relevant difference

SCORES FOR QUESTIONS

Promovendi

	Current survey n= 13	Previous survey 27	Faculty of Archaeology 71	Benchmark Universities	Top 3 Benchmark Universities
Background information - PhD Candidate Monitor					
10a) Which phase of your PhD project are you in?					
% Start phase (reading & drawing up research draft)	15.4	14.8	15.4	-	
% Executive phase	53.8	48.1	53.8	-	
% Completion phase	30.8	37.0	30.8	-	
10b) What is the composition of you supervisory team?					
% One promoter	7.7	22.2	7.7	-	
% Two promoters	23.1	7.4	23.1	-	
% Promoter(s) and one or more co-promoters	46.2	44.4	46.2	-	
% Co-promoter(s) and one or more supervisors	7.7	18.5	7.7	-	
% I don't have a team of supervisors	0	3.7	0	-	
% Other, namely:	15.4	3.7	15.4	-	
10c) What is your status as a PhD candidate?					
% I am a PhD candidate working for the University	46.2	61.5	46.2	-	
% I am a PhD candidate with a scholarship/contract	53.8	15.4	53.8	-	
% I am an external PhD candidate	0	23.1	0	-	
10d) Is The Netherlands your country of origin?					
% Yes	53.8	40.7	53.8	-	
% No	46.2	59.3	46.2	-	
Process					
11a) I am satisfied with my PhD project	8.1	6.1	8.1	-	-
11b) I am worried about my PhD project					
% Agree strongly	15.4	18.5	15.4	-	
% Agree	15.4	22.2	15.4	-	
% Do not agree / Do not disagree	23.1	25.9	23.1	-	
% Disagree	38.5	29.6	38.5	-	
% Disagree strongly	7.7	3.7	7.7	-	
11c) Have you ever considered stopping your PhD project?					
% Never	76.9	59.3	76.9	-	
% Occasionally	15.4	33.3	15.4	-	
% Regularly	7.7	7.4	7.7	-	
11d) Do you expect to incur a delay? (% No)					
% Yes	60.0	56.0	60.0	-	

The colour code is based on significant and large absolute differences. 'Explanation of the results' offers further information about colour coding and results.

- Very relevant difference
- Relevant difference
- No relevant difference
- Very relevant difference
- Relevant difference

SCORES FOR QUESTIONS

Promovendi

	Current survey n= 13	Previous survey 27	Faculty of Archaeology 71	Benchmark Universities Top 3 Benchmark Universities
Process				
<i>11f) The amount of hours I need to teach classes equals:</i>				
% Far too few	8.3	20.0	8.3	-
% Too few	16.7	20.0	16.7	-
% Good	50.0	50.0	50.0	-
% Too many	25.0	10.0	25.0	-
% Far too many	0	0	0	-
<i>11g) What are the positive aspects of your PhD project?</i>				
% Exciting results	84.6	46.2	84.6	-
% Good progress	46.2	34.6	46.2	-
% Teaching classes	38.5	26.9	38.5	-
% Interaction with colleagues	76.9	61.5	76.9	-
% Interaction with supervisors	46.2	34.6	46.2	-
% The atmosphere	53.8	26.9	53.8	-
% Personal development	69.2	73.1	69.2	-
% Other, namely:	7.7	3.8	7.7	-
<i>11h) What are the negative aspects of your PhD project?</i>				
% Problems with supervision	38.5	50.0	38.5	-
% Unrealistic planning schedules	30.8	26.9	30.8	-
% Delay due to private circumstances	23.1	34.6	23.1	-
% Discrimination	7.7	7.7	7.7	-
% Inequality	7.7	15.4	7.7	-
% Uncertainty	30.8	50.0	30.8	-
% Abuse of power	15.4	19.2	15.4	-
% Combining too many tasks	53.8	38.5	53.8	-
% Imbalance work and personal life	30.8	42.3	30.8	-
% Job uncertainty	69.2	76.9	69.2	-
% Lack of funding opportunities	15.4	38.5	15.4	-
% Other, namely:	23.1	0	23.1	-

The colour code is based on significant and large absolute differences. 'Explanation of the results' offers further information about colour coding and results.

- Very relevant difference
- Relevant difference
- No relevant difference
- Very relevant difference
- Relevant difference

SCORES FOR QUESTIONS

Promovendi

	n=	Current survey	Previous survey	Faculty of Archaeology	Benchmark Universities	Top 3 Benchmark Universities
Supervision						
12a) How often do you discuss your research with your supervisor(s)?						
% Once or a few times a week		7.7	7.4	7.7	-	
% Between weekly and monthly		69.2	33.3	69.2	-	
% Between monthly and once per 2 months		15.4	25.9	15.4	-	
% 3 to 5 times a year		7.7	22.2	7.7	-	
% Once or twice a year		0	7.4	0	-	
% (Almost) never		0	3.7	0	-	
12b) I am satisfied with the supervision I receive		7.7	5.8	7.7	-	-
12c) I am satisfied with the frequency of the meetings between my supervisor(s) and me		7.7	5.8	7.7	-	-
12d) My supervisor(s) motivate me		8.3	6.5	8.3	-	-
12e) My supervisor(s) are approachable for me		8.7	7.1	8.7	-	-
12f) My supervisor(s) stimulate me to follow courses		6.0	5.4	6.0	-	-
12g) My supervisor(s) stimulate me to teach classes		5.6	5.9	5.6	-	-
12h) My supervisor(s) introduce me within their network		7.7	5.6	7.7	-	-
12i) My supervisor(s) give useful feedback		8.3	7.2	8.3	-	-
12j) My supervisor(s) ask for feedback in relation to the supervision		4.4	3.3	4.4	-	-
12k) My supervisor(s) discuss my further career with me		6.3	5.2	6.3	-	-

Training

13a) I would like to have additional opportunities to develop myself personally and/or professionally						
% Strongly agree		23.1	14.8	23.1	-	
% Agree		30.8	59.3	30.8	-	
% Neither agree nor disagree		46.2	18.5	46.2	-	
% Disagree		0	7.4	0	-	
% Strongly disagree		0	0	0	-	

The colour code is based on significant and large absolute differences. 'Explanation of the results' offers further information about colour coding and results.

- Very relevant difference
- Relevant difference
- No relevant difference
- Very relevant difference
- Relevant difference

SCORES FOR QUESTIONS

Promovendi

	Current survey n= 13	Previous survey 27	Faculty of Archaeology 71	Benchmark Universities	Top 3 Benchmark Universities
Training					
13b) If so, what would you like?					
% Temporary tasks within or outside LEI (n=2)	28.6	52.6	28.6	-	
% Tasks at a foreign university (n=4)	57.1	52.6	57.1	-	
% Peer review (n=3)	42.9	36.8	42.9	-	
% Participation in congresses (n=1)	14.3	31.6	14.3	-	
% Working on educational qualifications (n=4)	57.1	57.9	57.1	-	
% Coaching (internal/external) (n=2)	28.6	47.4	28.6	-	
% Contact with PhD alumni (n=1)	14.3	31.6	14.3	-	
% Other, namely: (n=1)	14.3	5.3	14.3	-	
Completion & career					
14a) What type of career would interest you after having finished your PhD?					
% Science (at university)	100	88.9	100	-	
% Research (outside university)	46.2	74.1	46.2	-	
% Other education (outside university)	23.1	29.6	23.1	-	
% Government	23.1	51.9	23.1	-	
% Hospital	0	0	0	-	
% Non-profit sector	38.5	37.0	38.5	-	
% Business sector	0	25.9	0	-	
% Independent	7.7	33.3	7.7	-	
% Other, namely:	23.1	0	23.1	-	
14b) After completing my PhD, I have good prospects on the labour market	4.2	4.4	4.2	-	-
International PhD candidates					
15a) I am happy that I chose Leiden University (n=6)	6.7	7.7	6.7	-	-
15b) When I arrived at Leiden University, I received good support (n=6)	6.7	6.1	6.7	-	-
15c) I have experienced problems (housing, feeling at home, language, etc.) when I arrived at Leiden University					
% Agree strongly (n=1)	16.7	6.3	16.7	-	
% Agree (n=1)	16.7	18.8	16.7	-	
% Do not agree / Do not disagree (n=0)	0	12.5	0	-	
% Disagree (n=2)	33.3	37.5	33.3	-	
% Disagree strongly (n=2)	33.3	25.0	33.3	-	

The colour code is based on significant and large absolute differences. 'Explanation of the results' offers further information about colour coding and results.

- Very relevant difference
- Relevant difference
- No relevant difference
- Very relevant difference
- Relevant difference

SCORES FOR QUESTIONS

Promovendi

	n=	Current survey	Previous survey	Faculty of Archaeology	Benchmark Universities	Top 3 Benchmark Universities
International PhD candidates						
15d) What problems did you encounter? Problems with...						
% Accommodation (n=1)		50.0	58.3	50.0	-	-
% Language issues (n=2)		100	33.3	100	-	-
% Feeling at home within the organisation (n=1)		50.0	33.3	50.0	-	-
% Payment possibilities (n=0)		0	25.0	0	-	-
% Managing with available resources (n=0)		0	33.3	0	-	-
% Other, namely: (n=0)		0	16.7	0	-	-
Leiden University during COVID-19						
17a) I am satisfied with the way Leiden University manages the situation regarding COVID-19		6.3	-	6.7	-	-
17b) Leiden University updates me sufficiently on our company policy and actions on COVID-19		6.2	-	7.0	-	-
17c) I know who to contact within Leiden University when I have questions or concerns about our policy and COVID-19 (% Yes)		36.4	-	76.1	-	-
% No		63.6	-	23.9	-	-
17d) I feel Leiden University puts the interest and safety of our people first during COVID-19		6.7	-	7.2	-	-
Convivence during COVID-19						
18a) I feel confident about my personal health and that of my immediate family despite the current situation		5.8	-	6.9	-	-
18b) The situation caused by COVID-19 makes me feel						
% The same as always		7.7	-	23.9	-	-
% Worried		76.9	-	67.6	-	-
% Very worried		15.4	-	8.5	-	-
Working during COVID-19						
19a) I am able to do my work effectively during COVID-19		4.4	-	4.9	-	-
19b) My personal situation allows me to focus (% Yes)		46.2	-	62.7	-	-
% No		53.8	-	37.3	-	-
19c) What causes you to be able to focus less? You may select multiple topics						
% My health		38.5	-	27.4	-	-
% My family's health		30.8	-	32.3	-	-
% My family and/or parental responsibilities		23.1	-	40.3	-	-
% Environment distractions (noise, others around)		46.2	-	43.5	-	-
% Worries about effects of COVID-19		46.2	-	35.5	-	-
% Other		30.8	-	22.6	-	-
19d) I am able to collaborate effectively with my colleagues during COVID-19		6.5	-	6.0	-	-

The colour code is based on significant and large absolute differences. 'Explanation of the results' offers further information about colour coding and results.

- Very relevant difference
- Relevant difference
- No relevant difference
- Very relevant difference
- Relevant difference

SCORES FOR QUESTIONS

Promovendi

	Current survey n= 13	Previous survey 27	Faculty of Archaeology 71	Benchmark Universities	Top 3 Benchmark Universities
Working during COVID-19					
19e) My immediate manager supports our team in the new way of working during COVID-19	7.5	-	6.8	-	-
19f) What hampers you in doing your work remotely? You may select multiple topics					
% Access to our network / software	36.4	-	39.1	-	-
% Availability of devices / work station	27.3	-	40.6	-	-
% Availability of information	36.4	-	32.8	-	-
% Availability of colleagues	54.5	-	56.3	-	-
% Others namely;	54.5	-	40.6	-	-

The colour code is based on significant and large absolute differences. 'Explanation of the results' offers further information about colour coding and results.

■ Very relevant difference

No relevant difference

■ Very relevant difference

■ Relevant difference

■ Relevant difference

Action planning!



Get started

Category average

Your results are around the average of the organization and/or benchmark. It is important to look at both the positive points, and the points for improvement with each other. The manner in which you proceed with the results determines whether you make progress, stay in the same place or even fall back as a team. Good luck!

Which points are important to us?

Start by going through, or discussing, the results. For this, please go over the scores, the open answers and the Top 5 pride- and improvement points*. Everyone should subsequently write down the points most important to them:

- Two positive points on green post-it notes.
- Two points for improvement on red post-it notes.

And then?

- Collect the post-it notes and put the points which are related together (per color and subject).
- Give each collection a suitable title.
- Then determine which points you wish to keep and improve. Stick to a maximum of four points and focus on opportunities for improvement that you can influence as a team.



Tip: get started

together! Schedule a meeting of approximately 2 hours to go over the results together, to celebrate and establish an action plan.



Tip: please note a theme! When going over the open answers and the Top 5 pride- and improvement points* it is important to be aware of the descriptions: are we referring to the same thing? Is there a theme here? Try to be as concrete/specific as possible when naming the points which are most important to you.

**Not every report displays the Top 5 pride- and improvement points and/or suggestions for improvement. This depends on the content-related choices which were made with the compilation of the questionnaire.*

2 How can we maintain these points and/or improve them?

Discuss with each other how the selected points can be maintained or improved.

To save time, different groups can develop different points at the same time.

The questions below can help you with that. For the positive points:

- How can we maintain this positive point?
- How can we make more use of this strong point?
- Is it possible to share this tip with other teams?

For the points of improvement:

- What does the current situation look like?
- What can we do to improve this point?
- Are there other teams that we can learn from?

3 Which actions will we take?

Determine together which specific action(s) you will agree on per point:

- What will happen?
- Who will do this?
- When will this action be completed?

Tip: take the suggestions for



improvement on board!

Make use of the ideas, solutions and suggestions from employees that are in the report* when answering the questions above.

4 How do we monitor the agreed actions?

When the action plan is ready, it is time to really get into action and to ensure that the action plan succeeds. Discuss with each other how you will continue to monitor the agreed actions. It is also sensible to schedule in an evaluation meeting in advance. During this evaluation you discuss with each other whether the actions have the desired effect.



Tip: get started digitally!

Focus is important. It is better to carry out one single action properly than 5 points half-heartedly. Result & Action (within the environment of My Effectory) helps you connect action points to the results. Save remarkable scores, connect actions to these and assign them to a responsible person. All within one single online platform: my.effectory.com

**Not every report displays the Top 5 pride- and improvement points and/or suggestions for improvement. This depends on the content-related choices which were made with the compilation of the questionnaire.*

We are working on this

Positive point

What:

How do we maintain/use this:

Point to improve

What:

How do we improve this:

Positive point

What:

How do we maintain/use this:

Point to improve

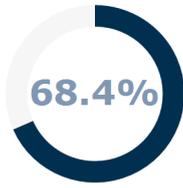
What:

How do we improve this:

Response

RESPONSE

Promovendi



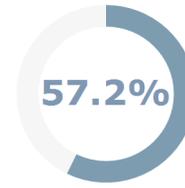
Promovendi

19 Sent 13 Received



Previous survey

90 Sent 27 Received



Benchmark Universities

	Sent	Received	%
Promovendi	19	13	68.4%
Faculty of Archaeology	102	71	69.6%



Listen. Learn. Lead.

Amsterdam
Munich
Cape Town

Info@effactory.com
T +31(0)20 30 50 100
www.effactory.com